
For Information

REPORT TITLE: **Progress on Peel's Strategic Agenda (2024-2027) and 20-year Strategic Plan**

FROM: Gary Kent, CPA, CGA, ICD.D, Chief Administrative Officer

OBJECTIVE

To provide an update on Peel's Strategic Agenda 2024-2027, demonstrating progress on Peel's 20-year Strategic Plan and vision of *Community for Life*.

REPORT HIGHLIGHTS

- On October 10th, 2024, Regional Council approved Peel's Strategic Agenda 2024-2027, re-anchoring to our 20-year Strategic Plan and vision of *Community for Life*.
- Focusing on housing & social impact, sustainability, service excellence, future readiness, while cultivating a culture of creativity, growth, wellness and innovation for our people, Peel's Strategic Agenda lays out the short-term work to achieve our long-term outcomes.
- With a deep commitment to social value creation, responsible stewardship of taxpayer dollars, transparency, accountability and value for money, this report highlights Peel's key impacts since the launch of our Strategic Agenda.
- Through the leadership of Regional Council and Peel staff, some key accomplishments include:
 - Opening the Peel Reception Centre, the largest shelter facility of its kind in Canada for asylum claimants arriving in Peel and the Greater Toronto Area. Since 2024, Peel has assisted over 4,400 asylum claimants.
 - Overseeing \$17 billion forecasted in the 10-year capital plan to accelerate housing enabling infrastructure. This investment includes expanding the G.E. Booth Water Resource Recovery Facility, supporting growth for up to 47,000 new homes in Peel.
 - Opening the Seniors Health and Wellness Village at Peel Manor, a state-of-the-art long term care facility with 177 beds, a Transitional Behaviour Support Unit for dementia care, and a service hub for seniors and caregivers living in the community.
 - Launching Peel's 5-year Diversity, Equity and Inclusion Strategy, aimed at challenging systemic barriers and embedding the lens of diversity, equity, inclusion, accessibility and reconciliation in our services.
 - Executing 33 continuous improvement initiatives in 2024, resulting in \$9.8 million in cost containment and \$4.8 million in cost avoidance. Since 2017, Peel has achieved a cumulative cost containment of \$64.8 million, with over 260 improvements and innovations.

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- Leading the way on climate action with construction underway on five out of ten new construction projects designed to meet Peel's Net Zero Emissions building standards.
- Converting the child-care sector from a market system to a mainly publicly funded system under the Canada-Wide Early Learning and Child Care program (CWELCC). Childcare fees, within the program, have reduced by nearly 53 per cent for families, with 2025 costs capped at \$22 a day.
- Achieving an overall 82 per cent customer service rating in 2024 and in 2023, across all service contact channels, based on over 149,000 real time customers.
- Alongside meaningful progress on our Strategic Agenda, Peel is experiencing, responding to, and monitoring numerous significant risks including rapid population growth, ongoing provincial service reviews, ambitious housing targets, the affordability crisis, unprecedented service pressures, increasing complexity of needs, the intensification of the social determinants of health, aging population, the growing impacts of climate change, aging infrastructure, tariffs, limited revenue tools and sustained underfunding.
- Amidst the growing complexity, heighten risks and increasing pressures, Peel is also seizing the opportunities before us, through strategic investments in growth, sustainability and resilience; accelerating digital transformation and leveraging artificial intelligence; harnessing innovations and improvements; advancing diversity, equity, inclusion, accessibility and reconciliation; strengthening partnerships and systems collaboration; and amplifying our voice through advocacy, impact reporting and improved storytelling.
- Peel also continues to be recognized as a leader, a catalyst for change, an employer of choice and is the recipient of numerous awards and accolades including: the Forbes List of Canada's Best Employers; the Platinum Award from Excellence Canada for Organizational Excellence, Innovation & Wellness; the Canadian Award for Financial Reporting; the National Institute for Governmental Procurement Quality Public Procurement Award; the Municipal Service Delivery Officials Excellence in Access, Equity and Human Rights Award; the Benefits Canada 2024 Workplace Benefits Mental Health Program Award; the Infrastructure Award of Excellence from the Greater Toronto Sewer and Watermain Contractors Association; and maintained a Triple A credit rating for 29 years from both Moody's Ratings and S&P Global Ratings.

DISCUSSION

1. Background

On October 10th, 2024, Regional Council approved Peel's Strategic Agenda 2024-2027, re-anchoring to our 20-year Strategic Plan (2015-2035) and vision of *Community for Life*.

Peel's Strategic Agenda sets out the short-term work to achieve the long-term outcomes of our Strategic Plan as approved by Regional Council in 2015, which include improving people's lives in their time of need; communities are safe, integrated & complete; government is future oriented and accountable.

Today, one in ten Ontarians call Peel home. With over 1.6 million residents, a population larger than six of Canada's provinces and over 200,000 businesses, Peel is one of

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Canada's fastest growing, vibrant communities, and a major economic hub. Peel is also incredibly diverse, with 69 per cent of our residents identifying with a racialized group, the highest in the GTA.

With the increasing growth, evolution of the Peel community and the shifting economic, social, political, environmental, geopolitical, legal and technological landscape, Peel's Strategic Agenda reinforces our commitment to housing and social impact, sustainability, service excellence, future readiness, and our people by cultivating a culture of creativity, growth, wellness and innovation.

Peel's Strategic Agenda is guided by our Regional Values, the principles for how we work, through care and support, collaboration, leadership, inclusion and transparency.

2. Progress on Peel's Strategic Agenda & Strategic Plan

Peel's Strategic Agenda is organized by five pillars: housing & social impact, sustainability, service excellence, our people and future ready, with corresponding outcomes and initiatives.

A few highlights of the significant progress made on our Strategic Agenda, within each of the five pillars, is outlined below:

Housing and Social Impact: *We will amplify collective impact, strengthen partnerships and integration to address vital, pressing community needs, including providing affordable housing options and supports to residents in need.*

Key accomplishments include:

- Opening of the Peel Reception Centre, Canada's largest shelter facility for asylum claimants arriving in Peel and the Greater Toronto Area. Since 2024, Peel has assisted over 4,400 asylum claimants.
- Overseeing \$17 billion forecasted in the 10-year capital plan to accelerate housing enabling infrastructure. This investment includes expanding the G.E. Booth Water Resource Recovery Facility, supporting growth for up to 47,000 new homes in Peel.
- Opening the Seniors Health and Wellness Village at Peel Manor, which includes an exceptional 177-bed Long Term Care Centre, with a Transitional Behaviour Support Unit which provides specialized dementia support, and a service hub designed to support the needs of seniors and their caregivers living in the broader community.
- Leading the creation of a Coordinated Encampment Response Plan in partnership with the Cities of Brampton and Mississauga, Town of Caledon, Peel Regional Police, and other key interest holders. The encampment response includes a joint policy and protocols.
- Launching Peel's 5-year Diversity, Equity and Inclusion (DEI) strategy, aimed at challenging systemic barriers and embedding diversity, equity, inclusion, accessibility and reconciliation in our services.
- Converting the child-care sector from a market system to a mainly publicly funded system under the Canada-Wide Early Learning and Child Care program (CWELCC). Since 2022, CWELCC has reduced childcare fees by nearly 53 per cent for families, with costs in 2025 capped at a maximum of \$22 a day. Additionally, over 9,000 new

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licensed childcare spaces have been approved, focusing on underserved communities to improve access and inclusion for families.

Sustainability: *We will ensure Peel delivers value for money and is environmentally and financially sustainable today and for the future.*

Key accomplishments include:

- Peel water and wastewater rates remain 34 per cent below the GTA average and our excellent inspection and audit ratings for our drinking water systems demonstrate Peel's commitment to maintaining a reliable supply of safe drinking water.
- Leading the way on climate action with construction underway on five out of ten new construction projects designed to meet Peel Region's Net Zero Emissions building standards, driving sustainable development forward.
- Successfully secured \$450 million in debt financing through the Ontario Financing Authority (OFA) in October 2024 to meet the financing needs of Peel, Mississauga and Caledon for 2023 and part of 2024. In 2025, Peel issued a \$300 million 10-year bond on behalf of Mississauga, Brampton, and Peel, which saw significant investor demand. Peel's portion of financing was used to support community safety needs and provided the necessary cash to allow key growth enabling capital infrastructure projects to continue without disruption.
- Continuing to lead strategic advocacy during the provincial election, collaborating with the Metamorphosis Network to raise awareness and stimulate action on Peel's persistent underfunding issues.
- Advancing infrastructure stewardship through a suite of initiatives aimed at modernizing asset management. These efforts improve tools, processes and decision-making by embedding climate change resilience and long-term sustainability into asset management practices.
- Integrating social and environmental factors into purchasing decisions through the Sustainable Procurement Program supporting community well-being, environmental stewardship, and economic sustainability.

Service Excellence: *We will deliver high-quality services, enhance value, and elevate organizational effectiveness.*

Key accomplishments include:

- Executing 33 continuous improvement initiatives in 2024, resulting in \$9.8 million in cost containment and \$4.8 million in cost avoidance. Since 2017, Peel has achieved a cumulative cost containment of \$64.8 million, which includes the completion of over 260 improvements and innovations.
- Achieving an overall 82 per cent customer service rating for Peel services in 2024 and previously in 2023, across all service contact channels, based on over 149,000 real time customer surveys.
- Introducing Artificial Intelligence (AI) as part of our digital transformation designed to enhance resident services and streamline operations. This work includes creating an AI corporate policy with AI Guiding Principles and conducting AI pilots within existing

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- technology platforms such as Microsoft and Salesforce while ensuring cybersecurity protections.
- Enhancing the Vendor Performance Management Framework to include an enterprise-wide procedure to optimize vendor performance while maximizing value for the organization and to leverage modern technology to create efficiencies and transparency. Health and safety criteria are also incorporated in the evaluation tool, satisfying legal obligations and supporting greater protection for workers.
 - Deploying a technology solution to enhance the user experience for Regional Council and our community by implementing an integrated audio-visual management solution to manage and facilitate Council and Committee meetings.

Our People: *We will foster an environment where employees are supported in their wellness, growth, and creativity.*

Key accomplishments include:

- Modernizing Our People Strategy to attract, retain and grow top talent, as well as fostering a healthy, safe, and inclusive workforce delivering essential services to our community and refreshing our HR strategies, programs, and plans to incorporate an integrated DEI lens, ensuring Peel remains a model and progressive employer.
- Raising \$252,632 in partnership with Peel Regional Police through our 2024 Employee United Way campaign, contributing to vital community programs and critical services. Since 2015, our staff have donated \$3.2 million dollars through our employee United Way campaign.
- Ongoing intentional supports for our staff through the challenges of ongoing provincial reviews, demonstrating our care and commitment to our team, reinforcing psychological safety, well-being, and a people-centred workplace culture.
- Continuing to prioritize employee well-being, with updates to the Respectful Workplace Policy accompanied by supportive learning materials; the ongoing implementation of our Psychological Health and Well-Being Strategy; and the design of the Physical Health and Safety Approach; empowering staff to thrive, reinforcing Peel's reputation as an employer of choice.
- Hosting Peel's People Leadership Forum, to re-energize and inspire People Leaders at the 10-year milestone of *Community for Life*, igniting new momentum and equipping People Leaders for the future.

Future Ready: *We will enable future preparedness in managing disruption volatility, uncertainty, growth, complexity and ambiguity with resilience and foresight.*

Key accomplishments include:

- Introducing a Government Relations Strategy for two of Peel's key advocacy priorities: Peel Funding Shortfall and the Asylum Claimant Reception Centre Proposal. Peel received \$38.5 million in Interim Housing Assistance Program (IHAP) funding from the Ministry of Immigration, Refugees and Citizenship in March 2025 for asylum claimant housing expenses. This is in addition to the \$22 million provided for 2024 costs.

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- Becoming one of the first municipal governments globally to adopt the Global Standard for Environmental, Social, and Governance (ESG) data. This commitment strengthens our dedication to achieving environmental and social goals.
- Responding to urgent catch-up in immunization coverage, Public Health implemented an updated immunization record screening and enforcement strategy. In 2024, 71,634 immunizations were administered, a 16 per cent increase compared to 2018.
- Enhancing emergency and business continuity planning with training in the Incident Management System (IMS) at both basic and intermediate levels underway, along with the development of a Future Disruption Readiness Strategy.
- Requiring contractors to have an Occupational Health and Safety Management System (OHSMS) to be eligible for contract awards, underscoring our commitment to enhancing workplace safety and protection.

Please see Appendix I for the full listing of the impacts and key progress on our Strategic Agenda and our Strategic Plan over the last 10 years.

3. Peel's Ongoing Recognition as a Leader

Alongside these key accomplishments, Peel continues to be recognized as a leader in the broader municipal sector, a catalyst for change, a key partner, a key system influencer and innovator, and an employer of choice.

Peel has received many awards and recognitions including:

- **Forbes List of Canada's Best Employers:** Forbes recognized Peel Region as one of Canada's Best Employers in 2024 and again in 2025 under the Government Services Category.
- **Platinum Award for Excellence, Innovation and Wellness:** Peel Region first received Excellence Canada's organization-wide Platinum Award for Excellence, Innovation and Wellness in 2019 and was recertified in 2024. This award recognizes the outstanding achievements of organizational excellence against the five drivers of leadership, planning, people, customer and process.
- **Triple A Credit Rating:** Peel Region has achieved a "Triple A" credit rating for 29 consecutive years and is currently only one of five Canadian municipalities to be rated "Triple A" by both Moody's Ratings and S&P Global Ratings. This is the highest credit rating a municipal government can achieve and reflects Peel Region's continued strength in revenue raising potential, supportive economic growth, strong governance, and long-term financial planning policies.
- **Canadian Award for Financial Reporting:** Government Financial Officers Association (GFOA) of the United States and Canada recognized Peel Region with the Canadian Award for Financial Reporting for the Annual Financial Reports. This award recognizes excellence in government accounting and financial reporting. Peel Region has received the Canadian Award for Financial Reporting 20 times.
- **Best Practice Spotlight Organization:** Registered Nurses Association of Ontario (RNAO) recognized Peel Region's Long-Term Care for achieving 10 Years as a Best

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Practice Spotlight Organization for its evidence-based practice culture. Peel Region's Long-Term Care is advancing diversity, equity, and inclusion for its workforce and the community by prioritizing RNAO's Promoting 2SLGBTQI+ Health Equity best practice guideline.

- **Municipal Service Delivery Officials (MSDO) Excellence in Access, Equity and Human Rights Award:** Peel Region's Assessment Unit from the Income and Social Supports team received this award in recognition of their outstanding work to ensure Ontario Works services are equitable, inclusive and accessible to everyone, especially those facing barriers like language, trauma or digital exclusion.
- **Benefits Canada 2024 Workplace Benefits Mental Health Program Award:** This recognition highlights Peel Region's commitment to the development of innovative and effective mental health programs that support and encourage employee psychological well-being. Peel Region developed a Psychological Health and Safety Framework as part of the commitment to adopting the Canadian National Standard for Psychological Health and Safety in the Workplace.

Please also see Appendix I for a full listing of awards and recognitions received since the launch of our Strategic Agenda and throughout the last 10 years.

4. Impact Reporting: Transforming How We Tell the Peel Story of Impact, Change & Influence

2025 marks the half-way point of Peel's Strategic Plan.

The past several years of disruption and complexity have taught us that we need to increasingly deliver services with a systems lens through the strength of partnerships, innovation, adaptability, and resilience.

We have also learned that we need to be intentional and purposeful in how we convey the impacts our work in serving the people, community and businesses of Peel and our influences on the broader municipal sector, nationally and internationally.

Transitioning to impact reporting allows Peel staff, interest holders, partners and other orders of government to better understand the anchor role that Peel holds, and how Regional Council and Peel staff are impacting, leading and influencing broad scale system change, innovations and ultimately, improving lives, providing essential services, driving economic activity, and contributing to overall quality of life and community well-being.

Peel's Strategic Plan 2015-2035, Strategic Agenda 2024-2027¹ and Community Impact Reporting² can be accessed on Peel Region's website.

¹ <https://peelregion.ca/about/strategic-plan>

² <https://peelregion.ca/about/strategic-plan/impact>

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RISK CONSIDERATIONS

a) The Outlook Ahead: Ongoing Risks & Challenges

Peel is experiencing, responding to, and monitoring numerous significant risks including rapid population growth, ongoing provincial reviews, ambitious housing targets, the affordability crisis, unprecedented service pressures, increasing complexity of needs, the intensification of the social determinants of health, aging population, the growing impacts of climate change, aging infrastructure, tariffs, limited revenue tools, and sustained underfunding from other orders of government.

Provincial legislation, such as *Bill 45* to transfer jurisdiction over Waste Collection and Regional Roads and *Bill 17* to defer development charges collection, will have impacts on capital infrastructure planning and financing creating greater risks to housing development targets and affordability.

Higher tariffs have the potential to disrupt the supply chain, increase the costs of goods, services and construction, and reduce economic activity, along with planning and budgeting implications.

These risks and complexities present additional pressures on Peel staff and finances, how we plan and deliver services and have implications for Peel's overall financial health, especially given the limited revenue tools and sustained underfunding from other orders of government.

b) Capitalizing on Opportunities Amidst Complexity

Amidst growing complexity, heightened risks and an increasing pressure, Peel staff remain committed to navigating challenges while embracing opportunities and transformational change through:

- Strategic investments in infrastructure, housing, climate action and greater intergovernmental partnerships alongside alternative financing models, will help lay the groundwork for long-term growth and resilience.
- The acceleration of digital Peel and the responsible integration of artificial intelligence is ensuring we are a future-ready, agile, data-informed government responsive to the evolving landscape, needs of residents, businesses, partners, interest holders and other levels of governments.
- Harnessing a culture of innovation and continuous improvement allows us to optimize resources, adapt and iterate quickly, ensure value for money and deliver high quality services with greater impacts.
- Embedding the lens of sustainability into our capital planning and service delivery, Peel is proactive about protecting the environment, responsible stewardship and enhancing quality of life for current and future generations.
- Advancing diversity, equity, inclusion, accessibility and reconciliation and fostering a community where all residents belong and can thrive.
- Strengthening partnerships, systems collaboration, and amplifying our voice through advocacy, impact reporting and improved storytelling.

At the heart of these opportunities is a deeply entrenched commitment to leadership, people, impact and social value creation.

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BILL 112 RISKS AND IMPLICATIONS

On June 8, 2023, the Province passed *Bill 112*, the *Hazel McCallion Act (Peel Dissolution)*, 2023 and created a Transition Board to make restructuring recommendations to the Province. The Transition Board was dissolved on December 31, 2024 pursuant to O. Reg. 547/24. The Transition Board's recommendations have not been released to the Region.

On June 4, 2025, *Bill 45*, the *Peel Transition Implementation Act, 2025*, was introduced. If passed, *Bill 45* will transfer jurisdiction over regional roads — including related stormwater infrastructure — from Peel Region to Mississauga, Brampton and Caledon on July 1, 2026, and will transfer jurisdiction over waste collection from Peel Region to the three lower-tier municipalities on January 1, 2026.

FINANCIAL IMPLICATIONS

All Strategic Agenda Initiatives underway are funded through existing approved capital and operating budgets. Regional Council approves business plans and budgets that guide all resource allocation and investments for the corporation. Any new budget requests will be brought forth to Regional Council for consideration during the 2026 Budget deliberations.


CONCLUSION

Peel has made significant progress on our Strategic Agenda 2024-2027, demonstrating leadership and measurable progress toward our 20-year Strategic Plan and our vision of *Community for Life*.

Peel staff will continue to deliver on our commitments, address needs, monitor & respond to risks and complexities while seizing opportunities to drive impact and system level change.

APPENDIX

Appendix I - Accomplishments and Impacts of Peel's Strategic Agenda and Strategic Plan



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